

STATE OF MISSOURI ▪ OFFICE OF ADMINISTRATION

DIVISION OF PERSONNEL

2006 ANNUAL REPORT



EFFICIENCY ▪ EFFECTIVENESS ▪ RESPONSIVENESS



Chester L. White, Director

STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PERSONNEL
2006
ANNUAL REPORT

Chester L. White, Director

Division of Personnel Staff Contributing to this Report:

Allan Forbis
Christy Klenklen
Cathy Philbert
Noel Blythe
Paul Buckley
Susan Nichols

Cover Photo: Courtesy of Scott Thomas, Senate Communications



Matt Blunt
Governor

State of Missouri
OFFICE OF ADMINISTRATION

Chester L. White
Director

Michael N. Keathley
Commissioner

Division of Personnel
301 West High Street, 430 Truman Building
P.O. Box 388
Jefferson City, Missouri 65102
INTERNET: <http://www.oa.state.mo.us/pers/pers.htm>
E-MAIL: persmail@mail.state.mo.us

(573) 751-4162
FAX (573) 751-8641

Dear Colleagues,

During the past year, the Division of Personnel has been immersed in the challenges and opportunities that exist in developing and establishing an effective means of selecting, compensating, developing and rewarding employees in Missouri state government.

To that end, Fiscal Year 2006 was a time of problem finding and problem solving. The introduction of the electronic application system only a year ago made it imperative to monitor and improve whenever possible the structure and integrity of the online examination process. Additionally, as a result of budget "belt-tightening," the Division was restructured to ensure that each of the products and services we provide were maintained at the high standard our customers expect and deserve.

Division staff sought out ongoing feedback from our agency partners to identify and eliminate barriers to the timely and effective resolution of HR problems and concerns; to find the right mix of centralized and decentralized authority; and to build a support system that helped them continue to accomplish their missions.

The following pages highlight some of our accomplishments this past fiscal year. This report also provides information on workforce demographics, pay data, turnover rates, labor relations, professional development and recognition programs. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision-making.

I applaud the Division of Personnel team for a job well done; and encourage them to continuously improve, efficiently serve and responsively meet the HR management needs of our Missouri workforce.

Sincerely,

Chester L. White

Contents

<i>Overview of Missouri State Government</i>	5
The Personnel Advisory Board	
Overview and Accomplishments	6
The Division of Personnel	
Overview	8
Accomplishments	9
The State of Missouri's Electronic Application	10
Distribution of Resources	11
The State Workforce	
Applicant Characteristic Survey Results	12
Employee Data by County	13
Number of State Employees	17
Age	18
Ethnicity	20
Gender	21
Length of State Service	22
Classification and Pay Systems	23
Employee Pay Distribution	24
Executive Branch Turnover	25
Retirements	26
Labor Relations	27
Professional Development	28
Management Training	29
Employee Recognition Programs	30

MISSOURI STATE GOVERNMENT

The Missouri Constitution (Article II, Section 1) states: "The powers of government shall be divided into three distinct departments- the legislative, executive and judicial."

Missouri
Citizens

The Legislative Branch

The **Senate** has 34 members, elected for four-year terms.

The **House of Representatives** has 163 members, elected during each general election for a two-year term.

The Executive Branch

Governor

Lieutenant Governor

Secretary of State

State Auditor

State Treasurer

Attorney General

And...

16 Executive Branch Agencies

The Judicial Branch

The **Supreme Court**, the state's highest court holds statewide jurisdiction.

The **Court of Appeals**, districts established by the General Assembly; and

Circuit Courts have original jurisdiction over all cases and matters, civil and criminal.

Employees in Executive Branch agencies equal approximately 91% of the total number of state workers.

Nearly 35,000 state employees, in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.

The Division of Personnel, a division of the Office of Administration provides consultation and expertise in personnel management to all Executive Branch agencies, as they work to accomplish their mission.

Missouri Revised Statutes
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, the State Personnel Law identifies the state agencies that are in the Merit System.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

Totally Merit & UCP

Office of Administration
Department of Corrections
Department of Health & Senior Services
Department of Mental Health
Department of Natural Resources
Department of Social Services

Partially Merit & UCP

Department of Economic Development
Department of Labor and Industrial Relations
Department of Public Safety

Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)
Department of Conservation
Department of Elementary and Secondary Education (to be partially UCP)
Department of Higher Education (UCP)
Department of Insurance (UCP)
Department of Revenue (UCP)
Department of Transportation

Photo: Scott Thomas



The Personnel Advisory Board

Personnel Advisory Board
Truman State Office Bldg.
301 W. High Street
Suite 430
Jefferson City, MO 65101
Telephone: (573) 751-4576
FAX: (573) 522-8462

Board Members (Term Expiration Date)

Anne Gardner (7/31/08)
Chair

Margrace Buckler (7/31/06)
Vice Chair

Paul Bloch (7/31/10)
Member

Karen Ferguson (7/31/06)
Member

Duncan Kincheloe (7/31/10)
Member

Doug Ommen (7/31/08)
Member

Donna White, Director of
Office of Supplier and
Workforce Diversity

Each member's appointment
is for a term of six years
and/or until each member's
successor is appointed and
qualified.

Dear Colleagues,

Within the Office of Administration, the State Personnel Law (Chapter 36 RSMo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is an executive in state government and one is a non-management state employee. The seventh member is the person designated as the state equal opportunity officer.

The Board conducts hearings of appeals on dismissals and other disciplinary actions and has broad rulemaking authority in various areas of human resource administration. Responsibilities also include advising the Division of Personnel on the administration of the Missouri Merit System, meeting with appointing authorities regarding personnel management needs, approving changes to classification and pay plans and making recommendations to the governor and the General Assembly regarding state compensation policy.

The Office of Administration, Division of Personnel provides staff and support for the Personnel Advisory Board. The Director of the Division of Personnel is the Board's Secretary.

Typically, the Board holds a public meeting on the second Tuesday of each month to address issues the Director of the Division of Personnel places on their agenda.

In closed sessions, the Board decides appeals from:

- Merit agency employees who are dismissed, demoted involuntarily with cause, and suspended without pay for more than five working days;
- Non-merit agency employees who are dismissed and whose agencies have not adopted appeal procedures substantially the same as the Board's; and
- Employees who claim to have been disciplined for engaging in "whistleblowing" under section 105.055, RSMo 2000.

The Board also decides appeals resulting from actions taken by the Director of the Division of Personnel, which include the Director's decision to deny an employee's application to take an examination, an applicant's claim of unfair treatment in the examination process, or removal from a register.

During FY07, the Board will continue to function in a manner consistent with State Personnel Law, fulfilling its commitment to fairness and equality in human resource management.

Sincerely,

A handwritten signature in cursive script, reading "Anne P. Gardner".

Anne Gardner,
Personnel Advisory Board Chair

Personnel Advisory Board Benchmarks and Measures

The Personnel Advisory Board measures its performance by the average time between the filing of a disciplinary appeal and the date of the final decision.

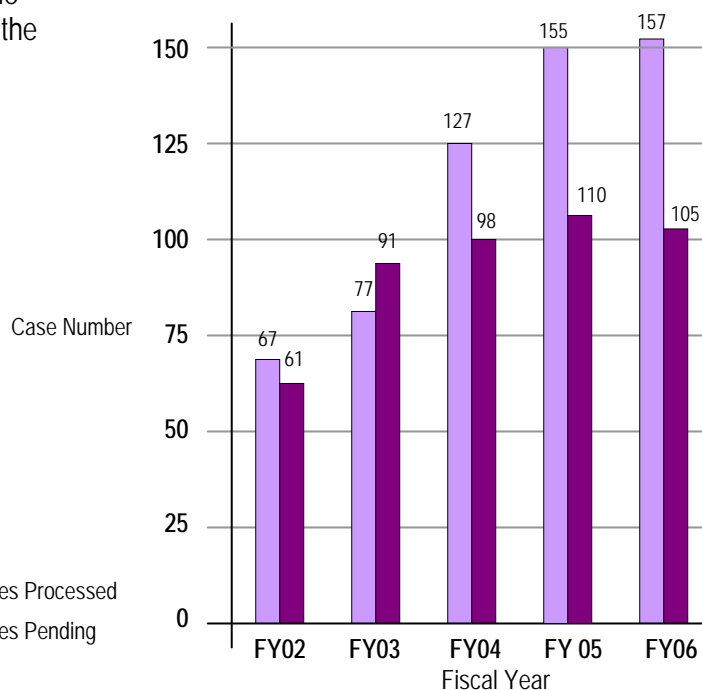
FY 06 Statistics:

Average time to process a case
11.37 months

157 cases processed

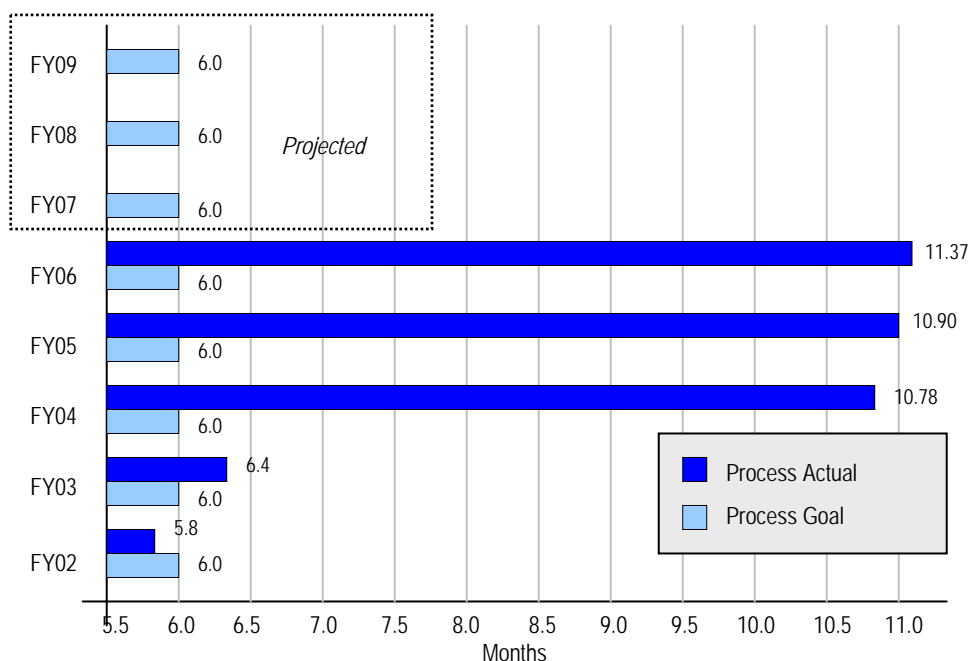
105 appeals pending

Personnel Advisory Board Caseload *



* Both the number of cases pending and cases processed have increased significantly with no increase in staff.

Personnel Advisory Board Case Processing Time



Division of Personnel Overview

MISSION

The Division of Personnel provides leadership, assistance, guidance, training and consultation to agency managers, employees and applicants in the areas of selections, classification, employee relations, employee development and compensation. By responding to the needs of stakeholders and providing policies and practices that are equitable and progressive, we contribute to the continuous improvement of human resource management functions that provide the State with a diverse, effective, efficient, and competitive workforce.

VALUES

Responsiveness: We strive to understand the needs of those with whom we interact and provide timely, professional and courteous service to all stakeholders.

Knowledge: We encourage and support learning and the development of the skills and attributes that are essential to the delivery of human resources management services.

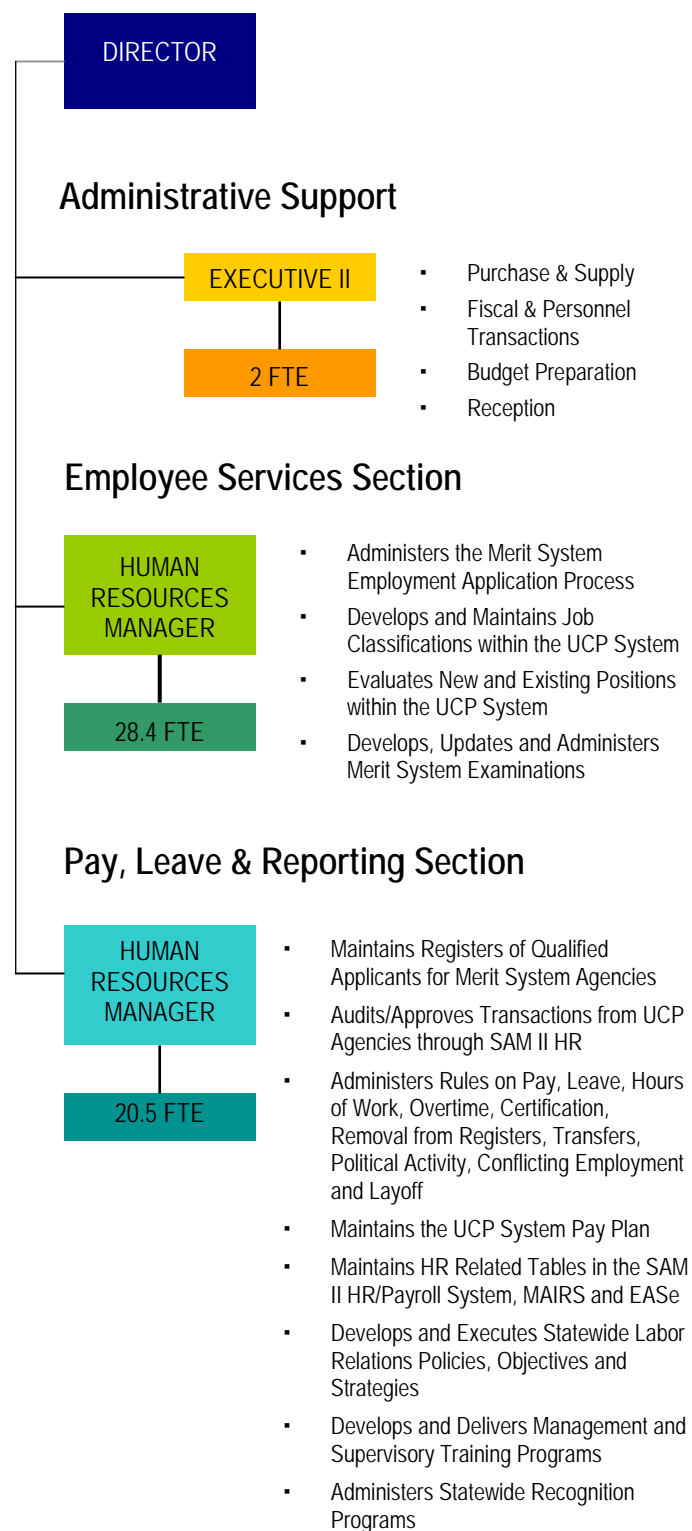
Accountability: We are responsible to our stakeholders for determining priorities, developing policies and improving procedures to ensure the quality of the services we deliver.

Diversity: We value, support, respect and encourage diversity within our state's workforce.

Integrity: We uphold fairness, ethics and objectivity in the application of the laws and practices governing human resources administration in state government.

Cooperation: We form alliances, partnerships and cooperative ventures with agencies to develop, implement and promote sound human resource management practices and services in state government.

FUNCTIONAL ORGANIZATION CHART



Accomplishments

Division of Personnel accomplishments were numerous during Fiscal Year 2006. Those listed in this report reflect a sampling of the diverse breadth and scope of services provided by our dedicated staff.

"You can do what you want to do, accomplish what you want to accomplish, attain any reasonable objective you may have in mind--not all of a sudden, perhaps not in one swift and sweeping act of achievement--but you can do it gradually, day by day and play by play, if you want to do it, if you work to do it, over a sufficient period of time."

William E. Holler

- ☐ Processed 69,610 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- ☐ Issued 9,219 Certificates of Eligibles (trial and official) providing 261,042 names of applicants to agencies on a timely basis
- ☐ Provided guidelines to state agencies to ensure a successful implementation of 2006 Pay Plan implementation effective July 1, 2006
- ☐ Completed negotiations for and implemented 5 labor agreements, which significantly improved the state's ability to effectively manage its operations and workforce while upholding the legal rights of employees and the labor organizations who represent them.
- ☐ Maintained electronic and paper merit application processes allowing 54,871 job applicants to apply for 140,649 job classifications
- ☐ Processed 18,928 additions to merit registers via written, or written and E&E (education and experience) merit exams
- ☐ Added 56,744 names to merit registers via exams with a 100% E&E component
- ☐ Provided 117 management and supervisory training sessions attended by 1,774 participants
- ☐ Published quarterly "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with them
- ☐ Collected and processed 146 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program
- ☐ Coordinated twelve State Employee of the Month ceremonies
- ☐ Coordinated State Employee Recognition Week activities, including a ceremony at the State Capitol recognizing employee contributions and allowing state agencies to reach out and inform the public of the services they provide
- ☐ Administered the Governor's Award for Quality and Productivity recognizing the accomplishments of 4 state employee work teams

Accomplishment:

The State of Missouri's Electronic Application System

EAS^e

On May 2nd, 2005, the Division of Personnel (DOP) began accepting state merit job applications electronically via a new Electronic Application System, EAS^e. While improving access and cutting costs to state government, EAS^e, speeds up the application process for job applicants and is more efficient for the DOP and the nine departments that hire from state registers. By automating much of the evaluating and rating process, the DOP has been able to reassign limited employee resources to focus on other priorities.

Applying through EAS^e, applicants are added to merit registers immediately upon submitting their application and related information. The DOP continues to administer some written merit exams, but scheduling and exam results are sent to applicants electronically instead of through standard mail, thus significantly reducing the cost of postage. State agency personnel offices benefit from the online application because they are provided more applicants more quickly. Also, agency personnel staff are able to view applications at their computers and correspond with applicants using e-mail.

The new system requires applicants to have an email address and access to a personal computer. Applying through EAS^e is very similar to applying with the existing paper application, but is a faster process. All of the required applicant information is securely maintained. The applicant provides important information about their work history, education, licenses and certificates and veterans preference. The applicant selects the job for which they are interested from postings on the DOP's web site and then must answer a series of questions designed to determine their eligibility for the selected job class. If qualified, and, depending on the job class applied for, the applicant is presented with more questions from which a rating score of their relevant education and work experience is determined.

When applying for a class requiring a rating of education and experience, EAS^e applicants are added to registers almost immediately upon completing the application. Written merit system examinations continue to be given on the same schedule used in the past.

Prior to EAS^e, DOP analysts reviewed each application to determine if applicants met minimum qualifications for job classes. With the implementation of EAS^e, these resources are being utilized elsewhere within the DOP to provide necessary services to agencies and employees in classification and employee development, although many are still involved with the administration of the system in many ways.

As with any new system, as questions and comments are submitted, DOP staff respond to each one individually and continue to make system enhancements. Many questions about EAS^e are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EAS^e, at www.ease.mo.gov.

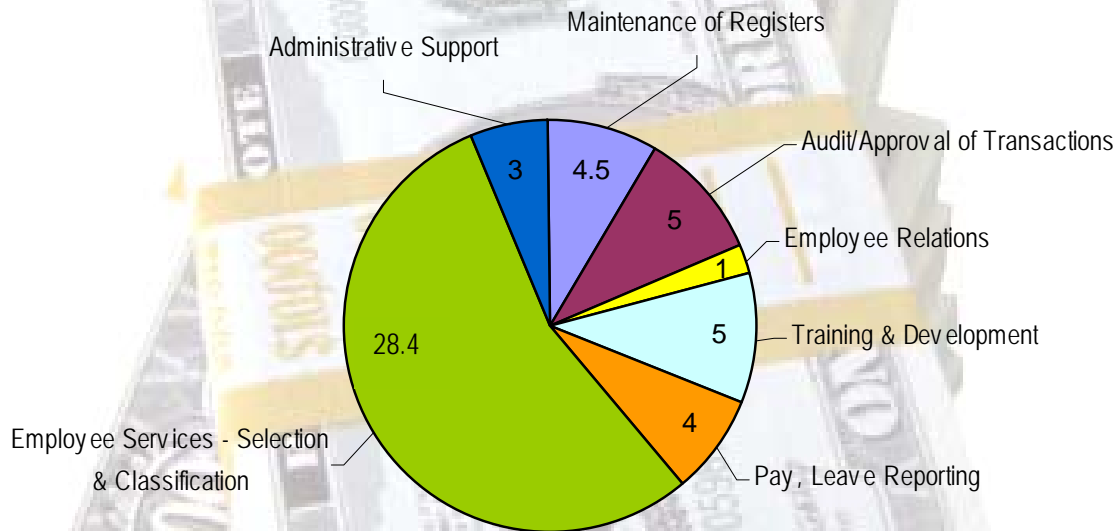
FY06 Statistics

- 86.5% of all applicants (47,465) applied for merit jobs through EAS^e
- Exams for 239 job classifications (31% of all merit exams) were available through EAS^e
- EAS^e applicants applied for an average of 2 job classifications
- In total, EAS^e applicants applied for 133,204 job classifications during FY06

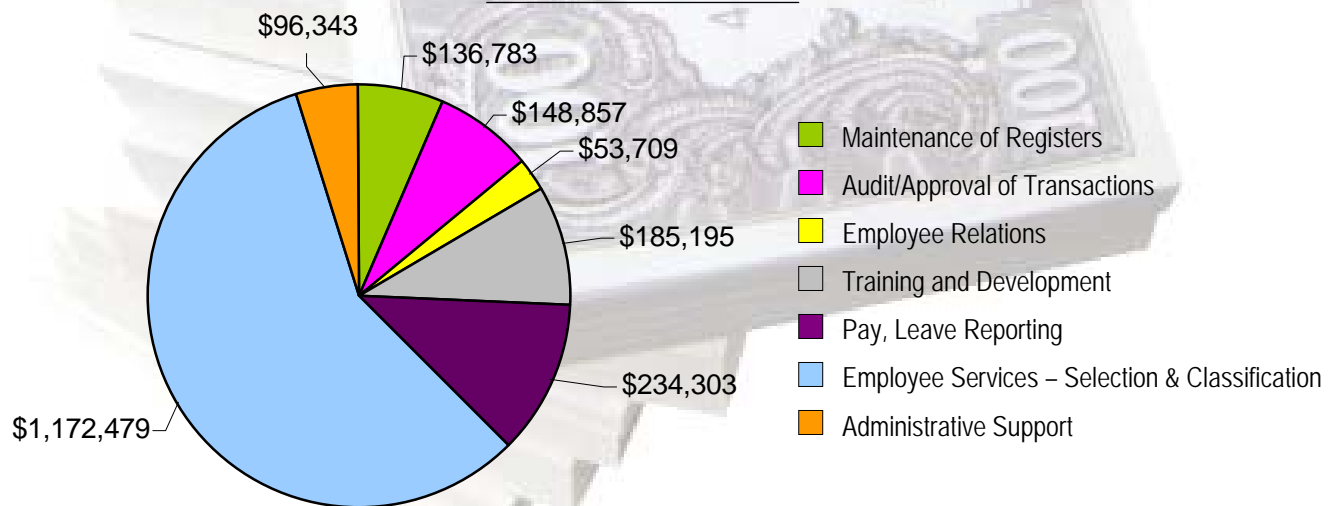
Distribution of Resources

The Division of Personnel believes in the value and effectiveness of the programs and services each of our sections provides in relation to the monetary cost of delivering the product or service.

FTE by Function

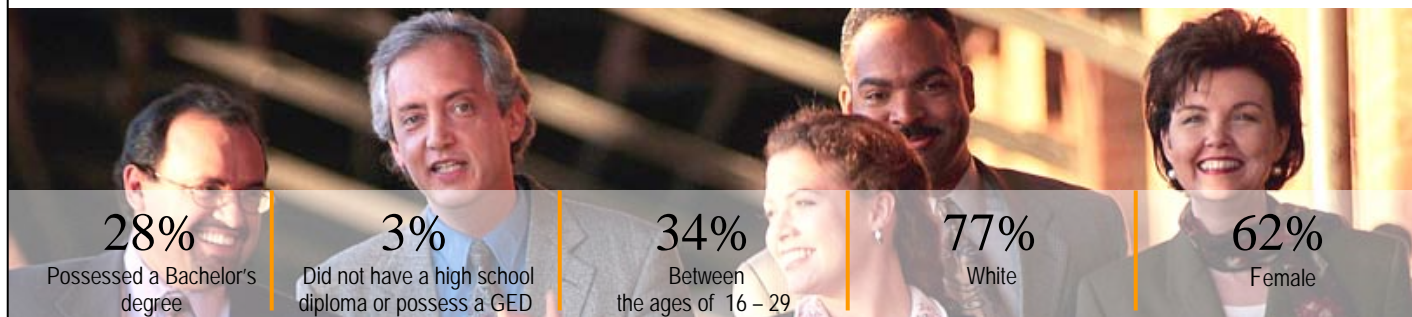


Budget by Function

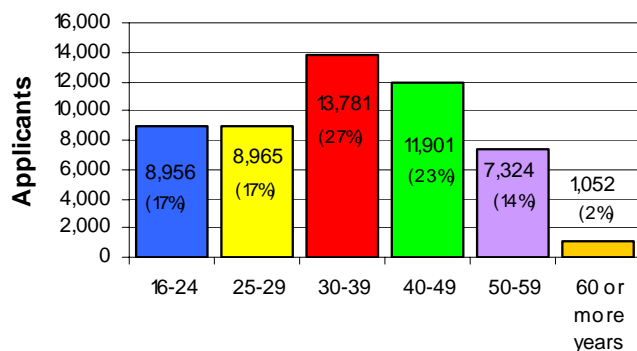


Applicant Characteristic Survey Results

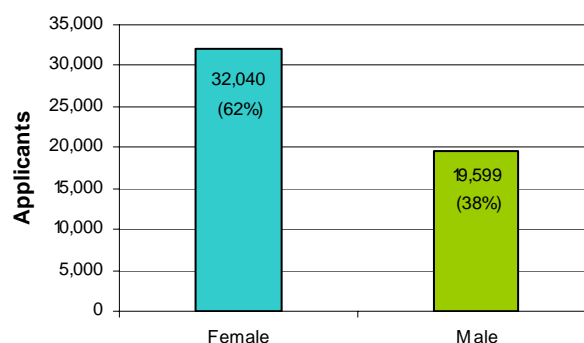
As part of the electronic or paper application process, applicants have the option of submitting voluntary demographic data that in no way affects their application. However, the results of the data help to provide a demographic snapshot of job applicants.



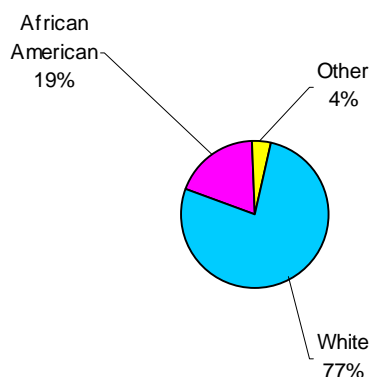
Applicants by Age Range



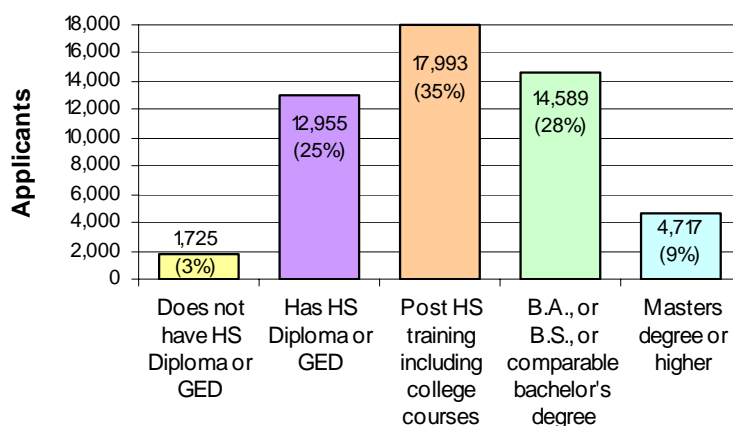
Applicants by Gender



Ethnicity of Applicants



Applicants by Education Level



Education Level

Data based on the following FY06 applicants who submitted the optional Applicant Characteristic Survey:

Age Range – 51,979

Gender – 51,639 (340 applicants did not indicate male or female)

Ethnicity – 51,979

Education Level – 51,979

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Adair	NA	198	170	153	442	277	12
Andrew	St. Joseph	284	54	216	527	285	19
Atchison	NA	51	27	47	79	52	4
Audrain	NA	638	704	288	1,017	371	50
Barry	NA	159	124	126	279	162	5
Barton	NA	123	47	45	72	41	0
Bates	Kansas City	121	81	66	163	83	7
Benton	NA	135	50	124	269	156	4
Bollinger	NA	104	33	83	159	90	6
Boone	Columbia	2,196	833	1,842	5,311	3,316	118
Buchanan	St. Joseph	1,294	1,698	1,581	3,512	1,890	123
Butler	NA	508	704	538	1,555	765	35
Caldwell	Kansas City	248	28	210	460	225	17
Callaway	Jefferson City	2,912	2,029	1,884	4,697	2,728	143
Camden	NA	262	186	288	822	533	20
Cape Girardeau	NA	730	757	706	2,301	1,262	57

Legend:

Reside: Number of employees by county of residence as listed in the SAM II HR Payroll System.

Work: Number of employees with work locations assigned to this county as of June 30, 2005.

Applicants: Number of residents from this location who applied for at least one job classification between July 1, 2004 and June 30, 2005.

Classes: Number of total job classes for which applicants residing in each county applied. Applications are "active" for six months, during which time applicants can add classes to an application. This data includes those additions.

Register Additions: Number of residents who submitted an application between July 1, 2004 and June 30, 2005. Register types include Reinstatement, Open, Promotional, Reemployment and Transfer.

Received Appointments: Number of residents who received an appointment to a Merit System position between July 1, 2004 and June 30, 2005.

Metropolitan Statistical Area (MSA): Counties included in an MSA are part of an urbanized area typically consisting of at least 50,000 persons. Based on 2002 population estimates, 71% of Missouri residents live in MSAs. Missouri has seven (7) MSAs comprised of 33 counties:

Columbia: Boone, Howard

Jefferson City: Callaway, Cole, Moniteau, Osage

Joplin: Jasper, Newton

Kansas City: Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte, Ray

Springfield: Christian, Dallas, Greene, Polk, Webster

St. Joseph: Andrew, Buchanan, DeKalb

St. Louis: Franklin, Jefferson, Lincoln, St. Charles, St. Louis County, Warren, Washington, St. Louis City

County data continued on the following pages...

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Carroll	NA	131	33	142	443	246	12
Carter	NA	87	38	54	122	81	3
Cass	Kansas City	285	160	243	623	318	16
Cedar	NA	156	102	79	183	98	5
Chariton	NA	85	26	80	146	65	7
Christian	Springfield	400	133	416	1,085	687	19
Clark	NA	43	28	26	60	34	0
Clay	Kansas City	573	394	320	575	367	31
Clinton	Kansas City	349	1,223	433	907	494	56
Cole	Jefferson City	7,538	15,162	4,222	13,443	8,342	322
Cooper	NA	328	399	340	955	571	18
Crawford	NA	199	104	192	437	200	15
Dade	NA	57	26	35	46	29	3
Dallas	Springfield	113	71	78	243	129	6
Daviess	NA	234	33	230	430	231	20
DeKalb	St. Joseph	301	54	194	451	284	18
Dent	NA	205	60	167	423	205	6
Douglas	NA	93	39	86	217	124	12
Dunklin	NA	249	192	269	634	306	8
Franklin	St. Louis	565	265	719	1,608	842	69
Gasconade	NA	160	38	173	386	212	6
Gentry	NA	113	51	83	207	108	8
Greene	Springfield	1,300	1,722	1,501	4,293	2,542	79
Grundy	NA	113	53	148	255	114	14
Harrison	NA	130	41	82	191	106	4
Henry	NA	169	100	125	378	242	6
Hickory	NA	59	36	33	71	29	0
Holt	NA	97	29	41	98	66	10
Howard	Columbia	165	32	157	293	174	9
Howell	NA	390	442	265	608	321	7
Iron	NA	244	33	274	668	338	26
Jackson	Kansas City	2,803	3,653	3,882	8,689	4,831	217
Jasper	Joplin	586	640	604	1,639	1,014	28
Jefferson	St. Louis	848	476	933	2,006	1,067	62
Johnson	NA	455	386	461	1,197	642	26

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Knox	NA	45	25	18	37	27	3
Laclede	NA	212	166	241	652	378	10
Lafayette	Kansas City	590	598	297	700	420	28
Lawrence	NA	358	363	254	379	203	19
Lewis	NA	62	41	37	74	43	1
Lincoln	St. Louis	224	180	187	475	277	17
Linn	NA	261	66	226	508	280	23
Livingston	NA	341	303	411	1,076	612	40
McDonald	NA	59	55	237	490	319	23
Macon	NA	395	421	371	882	505	41
Madison	NA	329	33	161	382	192	13
Maries	NA	274	28	448	1,012	572	34
Marion	NA	389	369	30	59	35	2
Mercer	NA	32	23	22	51	28	0
Miller	NA	653	92	466	1,344	792	16
Mississippi	NA	227	505	302	691	386	21
Moniteau	Jefferson City	806	377	541	1,538	891	47
Monroe	NA	160	40	155	335	221	9
Montgomery	NA	206	120	219	413	205	16
Morgan	NA	299	39	254	641	359	12
New Madrid	NA	174	118	201	475	243	9
Newton	Joplin	246	134	129	176	116	9
Nodaway	NA	254	300	252	632	357	28
Oregon	NA	67	40	62	181	112	2
Osage	Jefferson City	994	32	488	1,334	805	36
Ozark	NA	67	29	30	40	22	2
Pemiscot	NA	134	137	148	396	198	8
Perry	NA	99	42	80	219	129	4
Pettis	NA	343	213	432	1,304	747	22
Phelps	NA	519	626	466	1,247	704	23
Pike	NA	461	593	410	965	546	49
Platte	Kansas City	213	101	79	156	83	4
Polk	Springfield	150	85	113	360	200	8
Pulaski	NA	337	90	368	1,392	801	13
Putnam	NA	42	26	16	35	14	0

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Ralls	NA	217	19	174	567	374	23
Randolph	NA	398	563	455	1,030	557	32
Ray	Kansas City	124	63	102	237	156	7
Reynolds	NA	74	40	72	150	93	2
Ripley	NA	104	60	100	281	172	4
St. Charles	St. Louis	851	670	1,013	2,871	1,751	51
St. Clair	NA	64	36	30	48	28	2
Ste. Genevieve	NA	147	41	119	213	125	4
St. Francois	NA	1,886	2,445	2,241	5,739	3,066	215
St. Louis Co.	St. Louis	4,309	4,433	2,209	4,204	2,162	103
Saline	NA	855	817	480	1,441	843	42
Schuyler	NA	46	19	14	44	27	2
Scotland	NA	50	60	31	61	40	1
Scott	NA	617	537	696	1,822	940	61
Shannon	NA	109	35	62	129	79	2
Shelby	NA	94	31	62	132	87	7
Stoddard	NA	315	116	325	975	525	23
Stone	NA	92	44	96	229	129	4
Sullivan	NA	39	32	37	95	64	2
Taney	NA	163	152	156	381	205	14
Texas	NA	466	555	493	1,283	695	31
Vernon	NA	387	417	166	311	189	7
Warren	St. Louis	102	69	104	171	108	5
Washington	St. Louis	387	461	526	1,358	695	38
Wayne	NA	184	72	146	321	191	8
Webster	Springfield	265	241	253	733	443	6
Worth	NA	36	18	34	114	69	6
Wright	NA	177	77	130	277	156	7
St. Louis City	St. Louis	2,507	3,587	6,510	18,961	10,009	256
State Sub Total		54,682	55,970	50,575	130,986	73,973	3,346
Unknown		153	4	2,983	8,543	4,944	0
Out of State		1,161	28	1,310	1,120	557	62
Total		55,996	56,002	54,868	140,649	79,474	3,408

Number of Missouri State Employees: A Comparison between FY05 and FY06

Elected Officials and Non-UCP Agencies*

Classified employees are those whose duties, responsibilities, qualifications and job titles are prepared, adopted, maintained and administered by the Division of Personnel under the authority of the Personnel Advisory Board for Uniform Classification and Pay (UCP) System agencies. The UCP System applies to employees in nine "merit system" agencies and four other executive branch "non-merit" agencies.

*Data is for employees listed as >=50% and permanent in the SAM II HR Payroll System

Agency	FY 05 Count	FY 06 Count	Loss/Gain
Legislature	585	578	- 7
Judiciary	3,322	3,317	- 5
Public Defender	551	558	+ 7
Governor	34	31	- 3
Lt. Governor	7	6	- 1
Secretary of State	251	245	- 6
State Auditor	134	120	- 14
State Treasurer	51	48	- 3
Attorney General	395	390	- 5
Conservation	1,570	1,579	+ 9
Elem & Sec Education**	2,028	1,946	- 82
Transportation	6,377	6,353	- 24
TOTAL	15,305	15,171	- 134

UCP Agencies

Agency	Classified				Unclassified				Total FY06 Count*
	FY05	FY06	FY06 %	Loss or Gain	FY05	FY06	FY06%	Loss or Gain	
Office of Administration**	718	1,526	90.5%	+ 808	73	157	9.3%	+ 84	1,686
Agriculture	272	259	92.2%	- 13	23	23	8.2%	0	282
Insurance	117	101	54.3%	- 16	83	85	45.7%	+ 2	186
Economic Development	1,257	1,070	82.2%	- 187	131	229	17.6%	+ 98	1,301
Higher Education***	0	0	0.0%	0	67	57	100.0%	- 10	57
Health & Sr. Services	1,772	1,634	98.4%	- 138	58	52	3.1%	- 6	1,695
Labor & Ind. Relations	926	802	85.9%	- 124	158	130	13.9%	- 28	934
Mental Health	8,147	7,688	96.7%	- 459	152	236	2.8%	+ 84	7,949
Natural Resources	1,626	1,515	95.6%	- 111	63	66	4.2%	+ 3	1,586
Public Safety***	2,260	2,231	48.9%	- 29	2,312	2,283	49.7%	- 29	4,591
Revenue	1,617	1,407	92.9%	- 210	106	100	6.6%	- 6	1,515
Social Services	8,553	7,919	98.1%	- 634	152	146	1.8%	- 6	8,072
Corrections	10,986	10,776	98.2%	- 210	94	94	0.9%	0	10,977
TOTALS	38,251	36,928	90.4%	- 1,323	3,472	3,658	9.0%	+ 186	40,831

* The Total Count for some agencies is higher than their combined number of classified and unclassified employees because some employees were not designated as either classified or unclassified in the SAM II HR Payroll System.

** Gain due to ITSD consolidation

*** The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol civilian employees are not converted to the UCP System.

Age

At A Glance:

The most common age of a state employee is 49

2,269 state employees are under 25

20,133 state employees are under 40

35,716 state employees are over 40

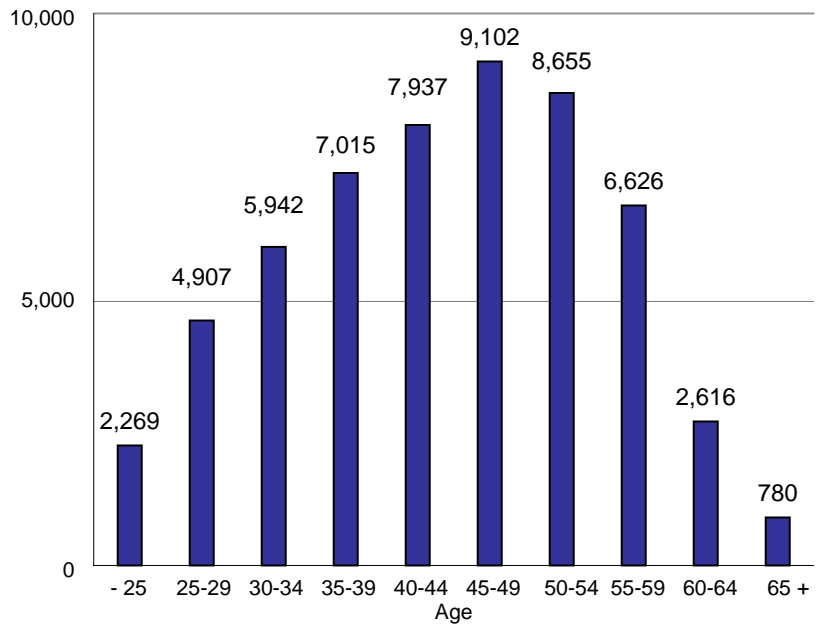
780 state employees are 65 and older

The average age of a **male or female** state employee is **44**

Data based on total employee count of 55,849*

*153 employees had either an invalid or no birth date listed in the SAM II HR Payroll System

Age Distribution of Missouri State Employees



Average Age by Ethnicity

Native American = 46

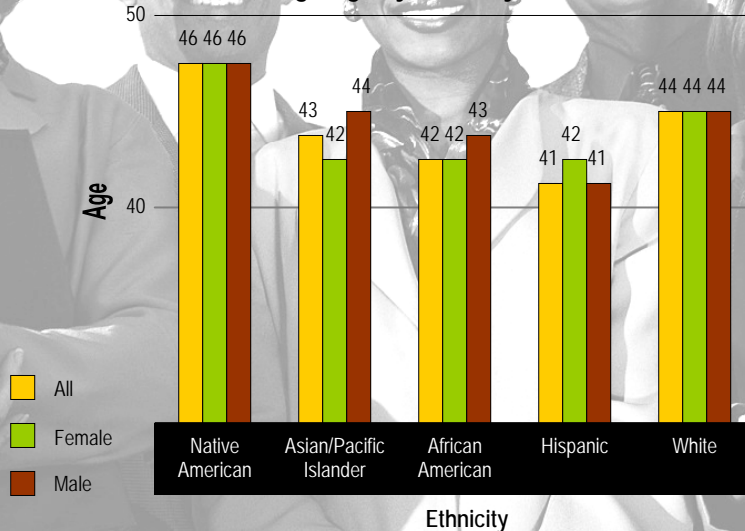
Asian/Pacific Islander = 43

African American = 42

Hispanic = 41

White = 44

Average Age by Ethnicity and Gender



STATE WORKFORCE DEMOGRAPHICS

Age

AGENCY or OFFICE	Average Age Employees Begin State Service by Agency	Average Age of Employees by Agency
Legislature	35	46
Judiciary	35	46
Public Defender	33	41
Governor	31	36
Lt. Governor	33	39
Secretary of State	33	43
State Auditor	28	38
State Treasurer	30	42
Attorney General	33	41
Office of Administration	30	44
Agriculture	34	48
Insurance	35	45
Conservation	31	43
Economic Development	35	46
Elem & Sec Education	35	47
Higher Education	32	40
Health & Senior Services	34	46
Transportation	30	43
Labor & Industrial Relations	32	47
Mental Health	34	43
Natural Resources	33	45
Public Safety	33	42
Revenue	31	42
Social Services	33	43
Corrections	36	44

On average,
employees
begin state
service when
they are 33
years old.

Note: Entry age is calculated using the Leave Progression Start Date. Where the employee had a break in service, this date may not accurately reflect the actual date the employee entered state service.

Ethnicity

11.5%
African Americans

83.5%
White

1.6%
Hispanic, Asian Pacific Islander
and Native American descent

Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/Pacific Islander	%	African American	%	Hispanic	%	White	%
Legislature	578	0	0.00%	0	0.00%	35	6.06%	1	0.17%	396	68.51%
Judiciary	3,317	3	0.09%	11	0.33%	297	8.95%	18	0.54%	2,752	82.97%
Public Defender	558	0	0.00%	6	1.08%	52	9.32%	2	0.36%	473	84.77%
Governor	31	1	3.23%	0	0.00%	2	6.45%	0	0.00%	20	64.52%
Lt. Governor	6	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%
Secretary of State	245	3	1.22%	4	1.63%	17	6.94%	2	0.82%	199	81.22%
State Auditor	120	1	0.83%	1	0.83%	8	6.67%	1	0.83%	108	90.00%
State Treasurer	48	0	0.00%	0	0.00%	2	4.17%	0	0.00%	43	89.58%
Attorney General	390	1	0.26%	0	0.00%	9	2.31%	3	0.77%	326	83.59%
Office of Adm	1,686	6	0.36%	19	1.13%	67	3.97%	5	0.30%	1,574	93.36%
Agriculture	282	1	0.35%	1	0.35%	2	0.71%	2	0.71%	271	96.10%
Insurance	186	1	0.54%	1	0.54%	7	3.76%	1	0.54%	167	89.78%
Conservation	1,579	8	0.51%	6	0.38%	42	2.66%	5	0.32%	1,507	95.44%
Economic Dev.	1,301	7	0.54%	11	0.85%	158	12.14%	9	0.69%	1,073	82.48%
Elem & Sec Edu	1,946	1	0.05%	7	0.36%	233	11.97%	5	0.26%	1,614	82.94%
Higher Education	57	0	0.00%	1	1.75%	2	3.51%	0	0.00%	51	89.47%
Health & Senior Ser	1,695	7	0.41%	19	1.12%	136	8.02%	9	0.53%	1,482	87.43%
Transportation	6,353	80	1.26%	37	0.58%	325	5.12%	45	0.71%	5,777	90.93%
Labor & Industrial Rel	934	0	0.00%	3	0.32%	81	8.67%	7	0.75%	829	88.76%
Mental Health	7,949	18	0.23%	105	1.32%	2,378	29.92%	54	0.68%	5,150	64.79%
Natural Resources	1,586	4	0.25%	17	1.07%	59	3.72%	6	0.38%	1,486	93.69%
Public Safety	4,591	24	0.52%	23	0.50%	369	8.04%	22	0.48%	3,816	83.12%
Revenue	1,515	4	0.26%	19	1.25%	69	4.55%	4	0.26%	1,366	90.17%
Social Services	8,072	27	0.33%	29	0.36%	1,403	17.38%	49	0.61%	6,309	78.16%
Corrections	10,977	30	0.27%	27	0.25%	698	6.36%	68	0.62%	9,948	90.63%
TOTALS	56,002	227	0.4%	347	0.6%	6,451	11.5%	318	0.6%	46,743	83.5%

* 1,916 employees (3.4%) had no ethnicity code designated in the SAM II HR Payroll System.

Gender

Missouri State Workforce Demographics

Gender by Agency

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	578	259	44.8%	319	55.2%
Judiciary	3,317	2,386	71.9%	931	28.1%
Public Defender	558	312	55.9%	246	44.1%
Governor	31	14	45.2%	17	54.8%
Lt. Governor	6	1	16.7%	5	83.3%
Secretary of State	245	153	62.4%	92	37.6%
State Auditor	120	77	64.2%	43	35.8%
State Treasurer	48	32	66.7%	16	33.3%
Attorney General	390	209	53.6%	181	46.4%
Office of Administration	1,686	805	47.8%	881	52.2%
Agriculture	282	86	30.5%	196	69.5%
Insurance	186	101	54.3%	85	45.7%
Conservation	1,579	362	22.9%	1,217	77.1%
Economic Development	1,301	764	58.7%	537	41.3%
Elem & Sec Education	1,946	1,482	76.2%	464	23.8%
Higher Education	57	43	75.4%	14	24.6%
Health & Senior Services	1,695	1,325	78.2%	370	21.8%
Transportation	6,353	1,349	21.2%	5,004	78.8%
Labor & Industrial Rel	934	636	68.1%	298	31.9%
Mental Health	7,949	5,425	68.2%	2,524	31.8%
Natural Resources	1,586	622	39.2%	964	60.8%
Public Safety	4,591	1,958	42.6%	2,633	57.4%
Revenue	1,515	1,067	70.4%	448	29.6%
Social Services	8,072	6,340	78.5%	1,732	21.5%
Corrections	10,977	4,306	39.2%	6,671	60.8%

TOTALS**56,002****30,114****25,888****PERCENTAGES****53.8%****46.2%**

Note: The employee count includes full-time (>=50% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System.

Length of State Service

The average length of service on:

6/30/06 was 10 years and 9 months.

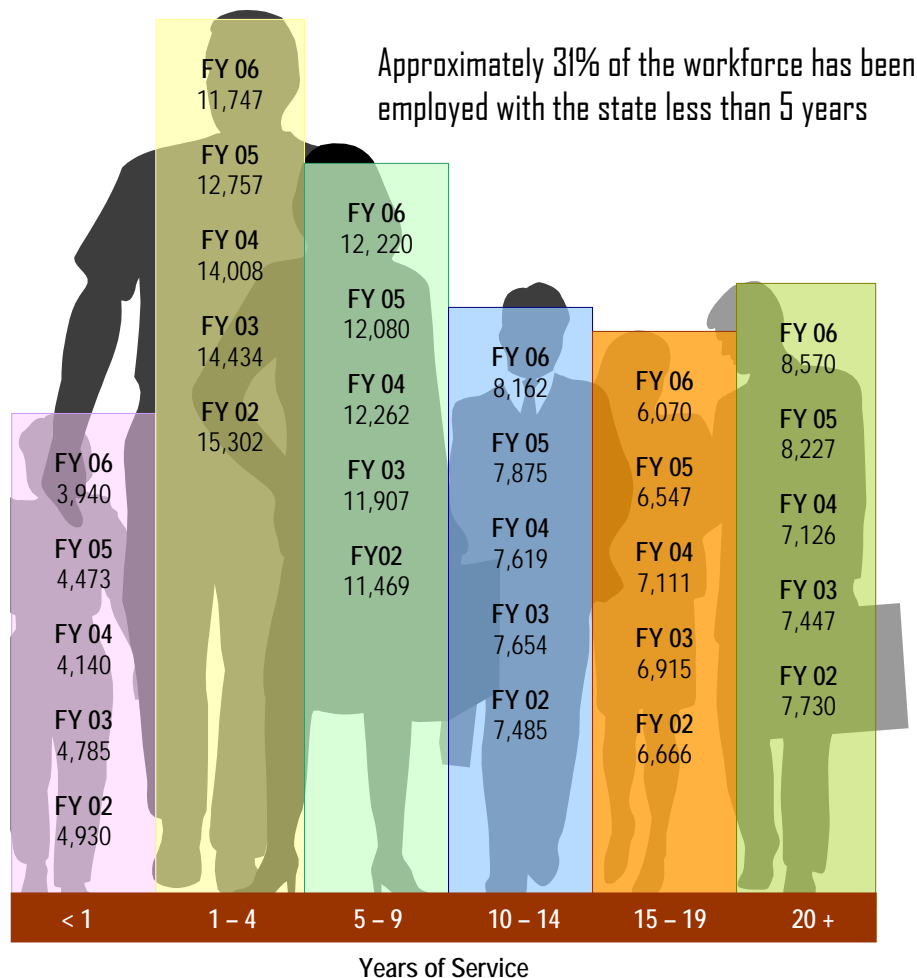
6/30/05 was 10 years and 6 months.

6/30/04 was 10 years and 2 months.

6/30/03 was 10 years and 2 months.

6/30/02 was 10 years.

Comparison of Years of Service Categories



Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/04
Agriculture	14/05
Insurance	10/06
Conservation	12/02
Economic Development	11/08
Elem & Sec Education	11/11
Higher Education	8/06
Health & Sr. Services	12/06
Transportation	12/08
Labor & Ind Relations	15/03
Mental Health	10/04
Natural Resources	12/08
Public Safety	9/09
Revenue	12/04
Social Services	10/08
Corrections	8/08

Service data based on the following employee totals:

07/01/02 – 53,582
 07/01/03 – 53,142
 06/30/04 – 52,286
 06/30/05 – 51,959
 06/03/06 – 50,709

Data was counted for full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

Classification and Pay Systems

Uniform Classification and Pay

The State of Missouri uses a common classification and pay system for most state employees. Of the 57,291 employees in the Executive Branch departments, 42,268 are under the Uniform Classification and Pay (UCP) System. The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board. The UCP System provides for a coordinated classification and compensation policy, which promotes pay equity among participating state departments. A majority of state agencies are already part of the UCP System, or intend to transition to UCP in the future.

Exclusions

Employees in the Departments of Conservation, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol are not part of the UCP System. Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

Uniform Classification and Pay System (UCP)		
Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP ³
Office of Administration Department of Corrections Department of Health and Senior Services Department of Mental Health Department of Natural Resources Department of Social Services Department of Economic Development Housing Development Public Counsel Tourism Workforce Development Department of Labor and Industrial Relations Administration Operations Employment Security Labor Standards (partially Merit) Department of Public Safety Adjutant General (SEMA) Capitol Police Veterans' Commission Water Patrol	Department of Agriculture Department of Elementary and Secondary Education ^{1 and 2} Department of Higher Education (Coordinating Board only) ¹ Department of Insurance Consumer Affairs Resources Administration Market Regulation Financial Regulation Professional Registration Department of Revenue Department of Economic Development Administrative Services Arts Council Business Development & Trade Community Development Public Service Commission Women's Council Department of Labor & Industrial Relations Commission on Human Rights Labor & Industrial Relations Commission Workers Compensation Department of Public Safety Adjunct General Fire Safety Gaming Commission Alcohol & Tobacco Control Office of Director MSHP Civilian Employees ¹	Department of Conservation Department of Elementary and Secondary Education ² Department of Transportation Department of Insurance Credit Unions Finance Market Conduct Examiners Financial Examiners Elected Officials Department of Public Safety MSHP Uniformed Members Non-Executive Branch Legislative Branch Judicial Branch State Public Defender State Colleges & Universities
Functions and Services Provided by the Division of Personnel		
Certification, Selection, Appointment, Probation, Classification and Pay Hours of Work, Overtime, Leave, Political Activity, Mgmt & Supervisory Training Labor Relations Coordination, Separation, Suspension, Dismissal for Cause and Appeals MAIRS/EASE Administration SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance	Classification and Pay Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal ⁴ SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal ⁴ SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance

¹ The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol Civilian employees are not converted to the UCP System.

² Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

³ Hours of work, Overtime and Leave apply to Executive Branch agencies. Non-executive agencies for the most part follow suit. Provisions on Hours of Work, Overtime, Leave and Appeals of Dismissal do not apply to colleges and universities.

⁴ Missouri Revised Statutes 36.390 (7) and (8) provide information of dismissals in non-merit agencies.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2006

Agency and Employee Count		\$5000- \$19999	\$20000- \$29999	\$30000- \$39999	\$40000- \$49999	\$50000- \$59999	\$60000- \$69999	\$70000- \$79999	\$80000- \$89999	\$90000- \$99999	Greater Than \$100000
Legislature	552	5	94	327	67	32	17	8	2	0	0
Judiciary	3,034	8	1,560	480	497	53	25	12	2	217	180
Public Defender	547	13	104	192	74	127	24	6	3	1	3
Governor	30	0	6	4	6	1	4	4	2	0	3
Lt. Governor	5	0	1	1	0	2	0	1	0	0	0
Secretary of State	235	5	105	80	22	10	2	8	2	1	0
State Auditor	119	0	5	42	29	15	18	4	4	2	0
State Treasurer	42	1	15	12	5	2	2	2	2	1	0
Attorney General	377	0	121	102	57	45	22	12	9	3	6
Office of Administration	1,653	11	291	492	495	244	86	20	7	5	2
Agriculture	274	4	90	124	35	11	3	5	1	1	0
Insurance	181	4	46	43	21	10	23	17	16	1	0
Conservation	1,578	7	430	548	347	158	55	20	9	2	2
Economic Development	1,287	8	444	421	189	105	61	36	13	9	1
Elem & Sec Education	927	0	247	379	219	56	18	1	4	1	2
Higher Education	57	0	16	24	9	1	3	1	2	0	1
Health & Senior Services	1,673	67	435	677	349	85	35	11	9	2	3
Transportation	6,279	1	2,052	2,192	1,309	439	172	72	29	3	10
Labor & Industrial Relations	869	14	347	286	125	37	14	2	29	15	0
Mental Health	7,681	2,385	3,130	1,176	649	168	54	32	13	11	63
Natural Resources	1,524	46	457	527	338	106	31	9	5	5	0
Public Safety	4,432	799	1,181	1,024	864	321	162	68	8	5	0
Revenue	1,497	68	874	304	147	67	23	5	2	6	1
Social Services	7,918	296	5,182	2,031	286	61	31	16	9	3	3
Corrections	10,737	315	7,268	2,789	264	64	24	11	1	1	0
Employees by Salary Level		4,057	24,501	14,277	6,403	2,220	909	383	183	295	280
% of Employees by Salary Level		7.6%	45.8%	26.7%	12.0%	4.1%	1.7%	0.7%	0.3%	0.6%	0.5%
Cumulative Totals by Salary Level		4,057	28,558	42,835	49,238	51,458	52,367	52,750	52,933	53,228	53,508
Cumulative % by Salary Level		7.6%	53.4%	80.1%	92.0%	96.2%	97.9%	98.6%	98.9%	99.5%	100.0%

Based on full-time (100% FTE), salaried, permanent employees

Executive Branch Turnover by Agency

(07/01/2005 – 06/30/2006)

Agency	Total FTE	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Reasons for Leaving Employment				
					Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other
Office of Administration	1,226	11.9%	5.6%	146	38	31	2	28	47
Agriculture	292	7.2%	4.8%	21	4	10	2	5	0
Insurance	193	18.7%	10.9%	36	7	14	2	10	3
Conservation	1,578	6.1%	3.6%	96	57	0	15	21	3
Economic Development	1,343	15.6%	11.4%	210	48	105	12	29	16
Elem & Sec Education	1,980	11.9%	8.4%	236	113	54	13	50	6
Higher Education	62	27.4%	24.2%	17	2	13	0	2	0
Health & Senior Services	1,761	17.3%	11.2%	304	53	145	22	60	24
Transportation	6,366	8.1%	4.0%	517	12	242	58	185	20
Labor & Ind. Rel.	1,009	15.5%	7.3%	156	29	45	7	30	45
Mental Health	8,157	25.8%	14.6%	2,107	644	551	487	217	208
Natural Resources	1,638	11.3%	8.0%	185	126	5	8	30	16
Public Safety	4,605	25.8%	14.5%	1,186	337	331	395	94	29
Revenue	1,617	16.9%	12.1%	273	61	134	9	50	19
Social Services	8,379	16.4%	12.3%	1,374	201	826	100	200	47
Corrections	11,071	13.4%	9.9%	1,479	51	1,047	179	176	26
TOTALS	51,273	16.3%	10.4%	8,343	1,783	3,553	1,311	1,187	509
Percent Turnover by Reason					3.5%	6.9%	2.6%	2.3%	1.0%

(*) "Resigned Agency" indicates the employee resigned from one agency and was employed by another agency.

(**) "Resigned State" indicates the employee resigned from state government entirely.

These two columns represent "voluntary" turnover for the state.

"Other" indicates such separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2005 through June 30, 2006. Data was counted for full-time ($\geq 50\%$ FTE), "permanent" employees only as entered in the SAM II HR/Payroll System.

Retirements

Employees Eligible for Retirement by Agency and Year

Agency	Year Eligible for Retirement					Grand Total
	2006*	2007	2008	2009	2010	
Corrections	658	254	300	341	377	1,930
Social Services	662	217	245	293	277	1,694
Revenue	127	54	60	61	73	375
Public Safety	128	49	64	70	92	403
Natural Resources	163	62	63	74	79	441
Mental Health	635	232	263	294	325	1,749
Labor and Industrial Relations	160	48	39	40	36	323
Health and Senior Services	178	58	51	71	92	450
Higher Education	21	8	6	2	8	45
Elementary and Secondary Education	200	67	70	69	93	499
Economic Development	188	61	57	58	64	393
Conservation	158	43	46	54	56	357
Insurance	9	7	6	4	11	37
Agriculture	50	8	9	10	14	91
Office of Administration	88	27	26	27	39	207
Attorney General	10	7	5	7	11	40
State Treasurer	1	3	2	2	0	6
State Auditor	6	2	4	3	2	17
Secretary of State	21	9	2	8	8	48
Lt. Governor	0	0	0	0	0	0
Governor	2	1	0	0	1	4
Public Defender	12	8	8	14	10	52
Judiciary	297	70	79	115	99	660
Legislature	49	12	23	24	18	126
MOSERS Total	3,823	1,307	1,428	1,641	1,785	9,947
MPERS Total	704	253	304	269	264	1,794
Grand Total	4,527	1,560	1,732	1,910	2,049	11,741

*Data includes active employees eligible to retire on June 30, 2006. Several of these employees were previously eligible to retire.

Source: Missouri State Employees Retirement System (MOSERS) and MoDOT (Transportation) and Patrol Employees Retirement System (MPERS)

Labor Relations

Approximately
24,410 state
employees (42% of
the workforce) are
represented by
various labor
organizations

As of the end of FY06 there are approximately 24,410 state employees (42% of the workforce) who are represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented in one of 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

Distribution of Union Representation and Membership

Labor Organization*	Bargaining Unit	Total Represented Employees	Number of Members % of Total Represented Employees	Number of Non-Members % of Total Represented Employees
AFSCME	Patient Care Support	4,525	1,085 (24%)	3,439 (76%)
AFSCME	Craft and Maintenance	2,433	302 (12%)	2,131 (88%)
SEIU	Probation and Parole	1,221	195 (16%)	1,026 (84%)
SEIU	Patient Care Professional	1,210	88 (07%)	1,122 (93%)
CWA	Social Services	6,233	980 (16%)	5,253 (84%)
CWA	Health & Senior Services	501	55 (11%)	446 (89%)
MOCOA	Corrections Officers	5,302	2,454 (46%)	2,848 (54%)
MONA	Mental Health/ Registered Nurses	344	58 (17%)	286 (83%)
IAFF	Firefighters (Adjutant General)	20	13 (65%)	7 (35%)
IUOE	Transportation	2,161	83 (04%)	2,078 (96%)
MFT	Elementary & Secondary Education	461	10 (02%)	451 (98%)
TOTAL		24,410	5,323 (22%)	19,087 (78%)

* Labor Organizations:

AFSCME: The American Federation of State, County and Municipal Employees, Council 72 (AFL-CIO affiliated)

SEIU: Service Employees International Union, Local 2000

CWA: Communication Workers of America, Local 6355 (AFL-CIO affiliated)

MOCOA: Missouri Corrections Officers Association

MONA: Missouri Nurses Association (AFL-CIO affiliated)

IAFF: International Association of Firefighters (AFL-CIO affiliated)

IUOE: International Union of Operating Engineers (AFL-CIO affiliated)

MFT: Missouri Federation of Teachers (AFL-CIO affiliated)

Professional Development

Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.

The Management Training Rule (1 CSR20-6.010) prescribes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutions of higher learning). The Rule affirms that the professional development of supervisors and managers is of paramount importance to the continuous improvement of individuals and agencies in state government. The Rule requires a new supervisor or manager to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter take at least 16 hours of continuing competency-based training each year. The Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

Throughout FY06, the Division of Personnel's Training and Development unit offered managerial and supervisory training programs; each centered on the development of one or two specific leadership competencies. In total, 117 workshops consisting of both new and existing programs were provided to managers and supervisors using best practice leadership development strategies from training partners such as Achieve Global, Development Dimensions International (DDI), the University of Missouri, other local colleges and Division of Personnel staff.

In addition to training programs presented by the Division of Personnel, the Division also sponsors state membership to the **Institute for Management Studies (IMS)**. IMS is an international not-for-profit educational and professional development organization, which offers one specialized training program each month in Kansas City and St. Louis conducted by leading practitioners, authors and authorities in the area of management. IMS sessions offer the opportunity for state executives, managers and supervisors to participate and interchange with their professional counterparts in the private sector.

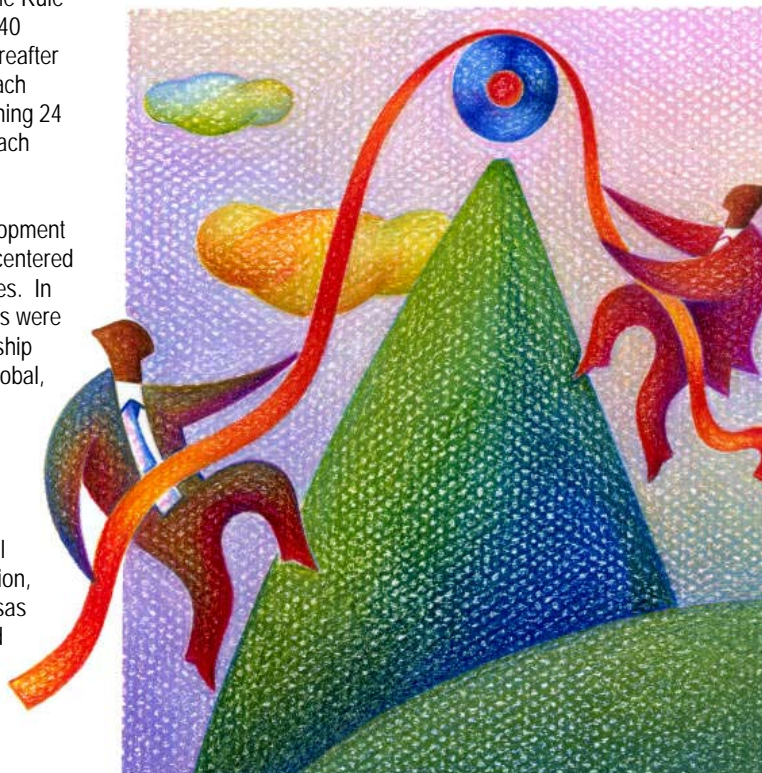
To compliment its training programs, the Division of Personnel also publishes an on-line magazine, aptly named *Solutions*, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them.

Solutions is published quarterly in PDF format at www.training.oe.mo.gov/Solutions.pdf

Training Forecast for FY07:

During FY07, the Division of Personnel will continue to offer weekly training programs for supervisors and managers. However, the Division will also provide specific training on Merit System processes and other human resource management issues; initiate a revised training program on the State's performance appraisal process; and introduce new "Special Invitation Leadership Events" on managerial topics that allow increased networking opportunities among state agency leaders.

The Division of Personnel provided **117** training programs in FY06 attended by **1,774** supervisors and managers



The Division of Personnel offers nearly **50** distinct training programs designed to develop specific supervisory and managerial competencies. For a complete list and description of each program, visit www.training.oe.mo.gov



Management Training

Each year, the Division of Personnel requests state agencies to provide information about the development of their managers and supervisors to include in this report. The following information reflects data received from Executive Branch agencies that responded to our request. It should be noted that all state agencies, regardless of their inclusion in this report provide training for managers and supervisors (and employees in general) throughout the year.

Conservation

To provide training to employees in technical, interpersonal and conceptual competencies, the *Academy for Leadership Excellence* was launched in 2000. Academy courses are made available throughout the state, based on input from focus groups about key competencies that improve employees' job performance. The Academy supports the vision that all employees are leaders. Each has the shared responsibility for teaching and learning as they work interdependently to meet the mission of the MDC.

Corrections

Presented 217 supervisory and management courses to 4,596 participants. Many managers also attended programs offered by the Office of Administration and others. New initiatives included FMLA and National Incident Management Systems (NIMS) training for supervisors; and the introduction of online development courses. A major initiative in FY07 will be the development of a new leadership curriculum for Institutional Superintendents that includes an internship with superintendents for mid-level managers and a mentoring component for new superintendents.

Economic Development

Currently developing an online training database that will allow all employees (not just supervisors/managers) to immediately submit their training requests for approval as well as maintaining an up-to-date list of completed training courses. This process will make it easier to identify supervisors/managers who need to complete required training courses; and be helpful when an employee is promoted to a supervisory position and working with their manager to complete their Performance Development Plan.

Health and Senior Services

Offered 54 training programs attended by 1,107 employees (many of them supervisors and managers) to further professional development. Sixteen managerial programs on topics such as Diversity and Preventing Sexual Harassment, Coaching & Difficult Conversations, and Performance Management & Documentation were attended by 230 supervisors and managers. FY07 initiatives include: more frequent NEO programs, training on Bioterrorism Preparedness, promoting online "technical knowledge" courses, using electronic database to strengthen the usability of training/tracking for all employees, and new courses that include Administrative Assistant training, Leading Teams & Meeting Effectiveness, and Supervising Offsite Employees.

Higher Education

In addition to conferences, workshops and other professional training that pertains to the Training Rule, MDHE also provided in-house training programs for employees on the topics of safety, financial management, sexual harassment and diversity. A new performance management process was also initiated. MDHE is also developing a 1-day annual training event for all employees designed around communication, teamwork, and specific management initiatives.

Insurance

Approximately 96% of all supervisors/managers were compliant with Training Rule requirements. In addition to any required outside training courses, agency employees may also access "MINDLEADERS" web-based training as needed. Plans for FY07 include the creation of training/tracking "portfolios" that will allow managers to review and track their professional development progress.

Labor and Industrial Relations

Eighty-four percent of managers and supervisors attended one or more of 40 training programs offered by the agency toward compliance with the Training Rule. During FY07, the agency will be conducting a training needs analysis to get a better understanding of specific training needs and to concentrate their training efforts more efficiently.

Natural Resources

A number of learning opportunities for managers and supervisors consistent with Training Rule requirements are available through the department, along with programs provided by the Office of Administration. The agency's training initiative for FY06 – 07 is the development of an effective succession plan that will identify current and future leaders, assess their competencies, and plan their development.

Office of Administration

Training for OA employees is coordinated within each division. Managers and supervisors receive training via the Division of Personnel, other outside vendors, and on a limited basis, within their division. Approximately 63% of all OA supervisors/managers complied with the Training Rule. During FY06, the Division of Personnel implemented a NEO program for OA employees that is expected to continue through FY07.

Revenue

Introduced a new training curriculum for all employees in a variety of topics, with an emphasis on customer service. Supervisors and managers were offered a new level of training beyond the existing Leadership Development Program with skill development in the areas of coaching, customer service and attendance management. In total, approximately 60% of all supervisors and managers were compliant with the Training Rule.

Lottery: Managers and supervisors achieved 23% compliance with the Training Rule. FY07 initiatives include: conduct an all-employee conference, develop a cross-training program, develop a NEO handbook and "Lottery 101" orientation DVD, conduct an all-employee survey to determine future training needs, complete mandatory supervisory training; and all-employee training on topics that include workplace harassment, diversity awareness, customer service, problem gambling and sales.

Social Services

Achieved 98% Training Rule compliance (40-hour); 75% compliance (16-hour). In FY06, implemented a web-based Employee Learning Center (ELC) enabling employees to manage their professional development from their own computer desktop. Highlights of the new ELC include: individualized training plans listing required courses; an online registration/cancellation feature for training; access to the agency's training calendar with search features and the ability to view individual training history. The ELC allows supervisors to proactively track the training requirements/progress of their employees and to become directly engaged/responsible for developing them. With specific regard to leadership development, supervisors/managers have the ability to select from a wide range of courses associated with their job assignment and skill level; and are notified throughout the year of their compliance status with the Training Rule.

Transportation

Supervisors, managers and executives completed 38,525 hours of training (approx. 31 hours per employee) to achieve a Training Rule compliance rate of 69%. Training curriculum included Basic Supervision, Advanced Management Development, Executive Development, Annual Policy Review (for all supervisors and managers), web-based training (consisting of over 1,000 courses), and New Supervisor Orientation. In FY07, the current curriculum will continue with some updates and improvements. Additionally, a new course entitled, "Transportation Engineering for Non-Engineers" will help supervisors and managers better support MoDOT's core business functions.

Employee Recognition Programs

The Division of Personnel proudly sponsors and coordinates four distinct programs designed to recognize and reward the creativity, ingenuity and dedication of Missouri state employees.

The **MoRE** Program

During FY06, the Missouri Relies on Everyone (MoRE) State Employee Suggestion Program continued to provide state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program provides a way to identify, recognize, and reward the ingenuity and commitment to excellence of state employees for their suggestions. During FY06, a total of 146 suggestions were submitted to the Division of Personnel and forwarded for review. At the time this report was completed, the MoRE Review Team had selected 2 suggestions to receive monetary awards of \$75 - \$150.00. Other suggestions received Certificates of Recognition.

Note: At the start of FY07, the MoRE review and award process was decentralized to each state agency. Information regarding the results of this change will be available for evaluation next fiscal year.

THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

The Governor's Award for Quality and Productivity (GAQP) is an annual award designed to recognize outstanding accomplishments of state government employee work teams.

As part of a continuous process to improve government efficiencies, beginning with FY 2006 the GAQP began to recognize winning teams from six major categories: Customer Service, Efficiency, Workforce Planning, Innovation, Process Improvement, and Technology in Government. The goal: to establish clear winners that can serve as a model of efficiency, quality, and effectiveness in Missouri state government.

A selection committee (a team of state executives) evaluated each nomination and selected one winning team from each of the six categories. The committee then recommended their choices for winning teams to the Governor's Office for final approval.

A recognition ceremony for GAQP winners was held at the Capitol where Governor Matt Blunt presented awards to each award winning agency and each winning team member.

STATE EMPLOYEE OF THE MONTH

The Division of Personnel assumed the administrative duties for the State Employee of the Month Program in 1990. All departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration.

Nominations are voted upon by a selection committee comprised of members of the **State Training Advisory Council (STAC)**. Each State Employee of the Month is typically honored during a ceremony held in the Governor's Office where he or she is presented with an engraved plaque in recognition of their extraordinary service.

STATE EMPLOYEE RECOGNITION WEEK



Governor Matt Blunt addressing state employees at the Capitol during the State Employee Recognition Day ceremony on May 5, 2006

Photo: Scott Thomas

Missouri State Employee Recognition Week was celebrated the week of May 1 - 7, 2006. This week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. In addition, it serves as an education and community outreach vehicle designed to inform the public about the broad variety of services provided by state government employees.

In conjunction with this event, a special Employee Recognition Day event attended by approximately 3,000 state employees was held on May 5 at the State Capitol. During this event, Governor Blunt recognized selected state employees for their local, state, national, or internationally achievement; years of service; valor; and winning suggestions submitted to the State's Employee Suggestion System.

DIVISION OF PERSONNEL 2006 ANNUAL REPORT